

# GLOBE

March 2004

*Serving the military and civilian community for the Defense Language Institute Foreign Language Center and the Presidio of Monterey*



# GLOBE

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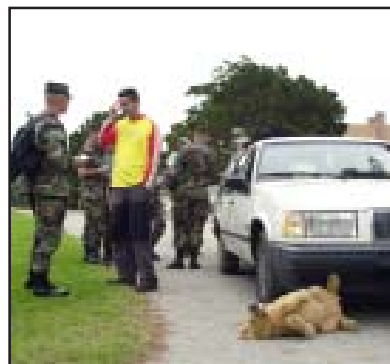
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**Col. Cairns:** Garrison Commander talks about IMA, RCI and Quality of life issues.  
**2**



**Buffalo Soldiers:** Look inside to read about the Legacy of Professionalism and Pride of the Buffalo Soldiers at the POM.  
**14**



Serbian/Croatian language students used simulated realistic scenarios during their Joint Language Training Exercise.  
**18**

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## INSIDE

---

### Stilwell Hall

Soldiers Club is formally retired after 60 years. Read about the history and the importance the historic Fort Ord landmark.  
**6**

### On The Cover:

Sgt Sean Doughty Delta Co. 229th MI BN, poses as a sniper during training. Look inside for photos of the exercise. Photos by PH2 Grant Probst  
**10**

### Maj Hoy

The associate dean of the European and Latin American School, a 9-11 survivor, talks about the attack on the Pentagon.  
**12**

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# Garrison commander faces multiple tasks

**BY BOB BRITTON**

Col. Jeffrey Cairns spent most of his Army career with Special Operations Forces leading small units. Now he leads the Presidio of Monterey's mostly civilian staffed garrison under the new Installation Management Agency or IMA banner.

"The main goal of the new IMA garrisons is providing equitable, efficient and effective management of support functions to installations worldwide," said Cairns. "We're primarily focused on the mission, people, readiness and execution, well-being of people, improving the infrastructure and support to the transformation efforts of the Army. People include not only troops but family members also.

"Our primary focus is supporting the mission operations on the Presidio and Ord Military Community," said Cairns. "Some activities conducted by the garrison were not relevant to the needs of the Defense Language Institute mission. We are looking at activities within the installation and evaluating them for costs, and how they fit into the mission we support. We are also updating our Master Plan for the Presidio and OMC, since the last plan was in 1984."

IMA mission planning also includes the new Residential Communities Initiative to modernize and improve military family housing at the Presidio, OMC and the Naval Postgraduate School's La Mesa housing area.

The Army gives soldiers chances to make transitions, lead and accept new assignments, leadership positions and challenges. It's always challenging going from one job or command to a brand new one located elsewhere. But these are opportunities



Bob Britton interviews Cairns about the multiple missions of the garrison commander.

for career leadership and advancement throughout the military services.

Col. Cairns' role as garrison commander is similar to a civilian mayor or city manager. Both provide leadership for supporting services such as police and fire departments, health services, housing, public work maintenance, recreational facilities and more.

Soldiers and Department of the Army civilians have one thing in common. They are all professionals supporting the Army's missions. The POM garrison's mission provides base operations support to the Defense Language Institute Foreign Language Center, OMC and other tenant units. Support services include civilian personnel actions, budget or resource management, dining facilities, classrooms, building and grounds maintenance, transportation, recreation, fire services, police services and information management operations.

"Civilians are important to the Army, which could not operate without them – they are part of the Army team," said Cairns. "They do critical jobs and are indispensable to the success of our nation, and they

allow the military to be freed up to execute combat jobs in various missions.”

The Army activated the Installation Management Agency in October 2002 to provide continuity in base support missions and enable mission commanders. Although installations have different missions such as combat arms, combat support services or military schools, they provide quality of life for soldiers, family members and civilians.

As IMA was getting started, soldiers and civilians from 14 different major commands were transferred to one new organization with regional offices. Cairns mentioned that the Southwest Region of IMA covers seven states from Texas to California including more than 14 million acres. Different types of terrain include deserts, mountains and coastal areas. Each installation has unique environmental situations, which could be similar or different from one geographical area to the next. Functional similarities might include heating or air conditioning systems, water resources or protecting endangered species of plants and animals. The different IMA installations share their ideas for better efficiency or cost savings.

“Some units or installations use much of their base support operations funding to support firing or training ranges, while others have other functions,” said Cairns. “DLI’s ranges are classrooms where

difficult language training occurs. The intent across the board is to raise standards of maintenance for supporting services across the entire Army. Funds are now dedicated for base operations support instead of competing with mission unit funding requirements. Also, the garrison commander is responsible as a good steward for resources and the environment.”

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## **“The main goal of the new IMA garrisons is being equitable, efficient and have effective support functions across the board”**

“You would take a look at different heating and air conditioning systems in the region to see if one system could work more efficiently in the similar climates,” said Cairns. “Maybe Fort Bliss has a better way of doing this than the Presidio of Monterey. One conservation action we have here is waterless urinals. By not using water to flush urinals, our installation saves thousands of dollars on water fees and usage. Fort Huachuca, Arizona, might

have other solutions, which they pass on to us.

“Another solution we have is water-saving machinery in the dining facility,” said Cairns. “This is like a giant disposal, where rinse water is recycled through the lines moving the food trays. The rinsed food trays go into a clean bin dishwasher that sanitizes them for reuse. Food materials are ground into a compact form for disposal thus reducing the volume of waste. This system saves us hundreds of thousands of gallons of water a year. We have forwarded this information to the Southwest Region to help other posts.”

IMA features a program called Activity Based Costing where all installations pool ideas and see how they can be more efficient and save money. Garrison commanders and their staffs identify actual costs of performing the different missions. People look at the actual cost of maintenance, parts and labor or transportation and seek ways for improvement, mentioned Cairns.

Most DLI facilities were built in the 1980s through federal funds and laws. Since the 1980s, several new classrooms, barracks and office facilities have been constructed under Major Construction Army or MCA funds.

“Our objective here is to identify the needs for new or renovated facilities, and get the necessary funding for these and other projects or support services,” said Cairns. “We will prioritize





Clark Pinnacle in the process of tearing down the housing in Hayes Park

PHAN Brian Taylor

these projects. We send our lists to the Southwest IMA Region, which makes its own recommendations to the Department of the Army.”

The Residential Communities Initiative or RCI project will take 10 years to completely transform the quality of military family housing. Under the plan, service members give their basic allowance for housing to Clark Pinnacle, which is the joint civilian-military contractor/manager for maintenance upkeep and construction services.

“Clark Pinnacle will be tearing down existing military housing and building completely brand new houses over a 10-year period,” said Cairns. “The first area is Hayes Park, where demolition has already started. They plan on building 400 new homes a year. That will allow people who previously lived in substandard quarters to live in modern top quality homes. All homes will be energy efficient with water and other utilities and have small front yards and two-car garages.”

Other features will include a centralized town hall, a swimming pool, a gym, a small shoppette or PX, recreation trails and athletic fields. This means that Ord Military Community and La Mesa Housing area will receive centralized amenities. Both OMC and La Mesa will also feature large community centers for large meetings, mentioned Gay Rearick, the RCI project coordinator.

“The overall RCI project will build 2,209 new homes for OMC and La Mesa,” said Rearick. “This includes 2,168 new homes, and the renovation of 37 historical homes at POM and four historical homes at NPS.”

Before Clark Pinnacle tears down a building, they must follow Environmental Protection Agency guidelines, especially for the removal of lead-based paint and asbestos in the older homes built from the 1950s to the 1970s, mentioned Cairns.

“During this 10-year building project, the Army’s contract with Clark Pinnacle calls for recycling most of the material from the old homes to protect the environment,” said Cairns. “For example, the concrete from the old foundations is taken to a rock crusher, where it becomes aggregate used in road and driveway construction. Most of the wood is recycled into wood mulch and much of the metal supports within buildings are recycled also. We are becoming a lot smarter with building deconstruction and recycling materials under strict California laws.”

Clark Pinnacle has a 50-year lease with the Army for maintaining and building the government quarters. At the 40-year mark, homes built in 2004 will be torn down and replaced with new ones. This process will continue for all the different housing areas on OMC and La Mesa.

# Soldiers Club formally retired

BY BOB BRITTON

A historic Fort Ord landmark and soldier watched over the Fort Ord cliffs, beaches and Monterey Bay for 60 years. The old soldier fought many battles against Mother Nature, but Mother Nature prevailed in the end.

It was time to formally retire the old soldier, the 52,000 square foot former Soldiers Club known as Stilwell Hall in later years. The Army and the Stilwell Hall Preservation Society retired Stilwell Hall during a ceremony on the site of the deconstructed building on Dec. 12.

"Today we are here to conduct a retirement ceremony," said Leon Panetta, co-chairman of the Stilwell Hall Preservation Society and a former chief of staff under President Bill Clinton. "A retirement ceremony in many ways is a celebration to honor great soldiers, a celebration to honor great service to the country, and a celebration to honor the memory that hopefully will inspire future generations to serve as well. That's what brings us together today to pay tribute to Stilwell Hall."

"The loss of the Fort Ord Soldiers Club and Stilwell Hall indeed marks the passing of history," said Gen. Stilwell's grandson, retired Col. John Easterbrook. "However, in a larger sense, the memory of so many young men and women who passed through Fort Ord and the Soldiers Club to serve our country and defend our freedoms must be remembered and honored, both today and long after we are gone."

Both agencies had tried to save the historic building, but winter storms over the years eroded much of the ground under the cliffs and the building's foundation. The building was in danger of falling into Monterey Bay, so it was time to formally retire the Soldiers Club.

Contractors had already decommissioned and removed the entire building during the past few months. The site contained piles of dirt, bricks, cement, roof tiles, rebar steel bars and rip rap from the former Soldiers Club, once the pride of Fort Ord. Contractors managed to recycle about 95 percent of the materials, including the roof tiles, the rebar, dirt and cement, to local area projects.

After the cleanup is finished and the site is restored to its natural state, the Army will turn the area over to the State Parks and Recreation Department. Then, the area around the former building site will be known as the Fort Ord Dunes State Park.

Maj. Gen. Joseph W. "Vinegar Joe" or "Uncle Joe" Stilwell commanded the reactivated 7<sup>th</sup> Infantry Division and Fort Ord from 1940 to 1941. He thought of the idea for a Soldiers Club and other recreational facilities for lower enlisted soldiers stationed at Fort Ord. At that time, officers and noncommissioned officers had their own clubs throughout the Army, but nothing was available for the soldiers. Gen. Stilwell changed that thinking as he looked out for the welfare of the soldiers.

Command Sgt. Maj. Jackie Moore, the garrison's top enlisted soldier, served as master of ceremonies for the retirement event. She talked about the initial concept for the Soldiers Club back in 1941.

"In September 1941, Colonel Roger Fitch, then garrison commander of Fort Ord, said of this project to build the Soldiers Club: 'When completed, the Fort Ord Soldiers Club will be the finest of its kind. It will endure and give pleasure to the soldiers as long as Fort Ord remains part of the United States Army. And that will be as long as we have an Army.'"

"It did endure and it did give pleasure to soldiers. Sadly, it did not outlive the Army," Moore said. "What are preserved are the memories that this building evokes."

Panetta grew up on the Monterey Peninsula and served as an officer on Fort Ord. He remembered how soldiers enjoyed the Soldiers Club.

"Stilwell Hall was a great soldier," said Panetta. "It was built as a soldiers' club by General. Stilwell. It was the first integrated soldiers' club in the Army. His whole commitment was to try to provide a place of recreation for the soldiers, who were at that time facing the possibility they would be engaged in battle in a few months in Europe or the Pacific.

"It was a place where the USO and other shows came: Bob Hope, Bing Crosby, Count Basie, and the Dorsey Bands all played here," said Panetta. "So, we honor it as a great soldier and for the great service it provided to more than 2 million soldiers who came through Fort Ord. This was a place where soldiers came to perhaps try to have that last drink, write that last letter home, make that last call to a loved one, or maybe have that last dance before going into battle. During the past 60 years, 40,000 soldiers who came through Fort Ord lost their lives in battle, and 100,000 were casualties in battle at one time or another.

"The reality is that Stilwell Hall performed a great service to this country by giving those soldiers who came through this facility that last bit of hope before they had to



Retired Col. John Easterbrook, Gen. Stilwell's grandson delivers a speech during the retirement ceremony.

engage in battle," said Panetta. "For that, we commend this great hall for the service it gave to this country. I hope that the most important memory of the hall will serve as an inspiration to young people about what service to country is all about. That truly is what the heart of Stilwell is all about."

Memorabilia preserved from the building and stored in warehouses will be relocated after the planned renovation of Gen. Stilwell Community Center at the former Fort Ord, mentioned retired Maj. Gen. William Gourley, chairman of the Fort Ord Area Retiree Council and co-chairman of the Stilwell Hall Preservation Society.

After the General Stilwell Community Center is renovated, memorabilia from the old Soldiers Club will be placed there, said Gourley. Artifacts include murals, the longest bar in California at the time (plywood and not mahogany as many people thought), several sculptures, chandeliers and unit logos from the 7<sup>th</sup> Infantry Division.

"Although the brick and mortar of this building has gone, the tradition and history of what this building stood for will remain," said Gourley. "Many of us will remember the building as it was and not what it is today."

Col. Jeffrey Cairns, garrison commander, talked about the ceremony and the heritage of the building.

"This is a serious ceremony and we are here to bid a farewell to a fine building, while holding on to the

memories of not only a great era in the United States Army and our nation, but also to General Stilwell as a leader," said Cairns.

Cairns then quoted Gen. Stilwell's comments from 1941. "In the Sept. 26, 1941, edition of the Fort Ord Panorama newspaper — the Army's first newspaper — then Major General Stilwell wrote about the hall as follows: 'This project was started on the basis that it was high time to stop talking about similar recreation facilities for enlisted men at Army posts and start doing something about it. When it is finished the plant will be something that we can be proud of, and proud of it at work.'"

Gen. Stilwell activated the 7<sup>th</sup> Infantry Division in the fall of 1940 as the Army accepted thousands of one-year draftees. Within a year, Stilwell turned the 7<sup>th</sup> into an effective fighting force, which proved its combat-readiness during Fort Ord training exercises in the summer of 1941, mentioned Easterbrook.

"It was during this time that General Stilwell's leadership style was centered on respect for the individual soldier and came to the fore and earned him the nickname of 'Uncle Joe,'" said Easterbrook.

The physical manifestation of General Stilwell's leadership style was indeed the Soldiers Club," said Easterbrook. "As the division was forming, General Stilwell conceived of the club where soldiers could go when they



## FIRST CUSTOMER AT SOLDIERS' CLUB



were off duty, relax and enjoy some entertainment. At the time, there were no funds to construct such a building.

"Nevertheless, General Stilwell persisted. He wanted a grand building, both in its setting and its size, something that soldiers could be proud of," said Easterbrook. "Major Frank Doer, General Stilwell's aide, came up with the general plan and design. Two Army officers were detailed as architects to work with a San Francisco consulting architect. Funds were secured through a combination of Works Progress Administration funds, fundraisers and donations from soldiers, NCOs and officers at Fort Ord.

"The Soldiers Club was just one of a number of buildings and sports facilities that were to be built in this area," said Easterbrook. "But the Soldiers Club came first, and construction was started in 1941. General Stilwell left Fort Ord in the summer of 1941, but he stayed abreast of the progress of the construction of the club. When it was dedicated in

September 1943, he was in China, but his wife was here for the dedication to pass on his congratulations. But now the building has passed into history, a history that hopefully will never be forgotten."

Easterbrook also mentioned an incident where the general looked out for his soldiers. After Gen. Stilwell died in 1946, a former 7<sup>th</sup> Infantry Division Artillery officer wrote an article about Gen. Stilwell. This article described an artillery battery eating in a field mess area on Fort Ord. One day Gen. Stilwell visited the unit dressed in a nondescript uniform without any rank. He went through the mess line, sampled all the food and then threw it out as inedible.

Then he noticed the unit's officers had a separate mess area with a tent, tablecloths, and canned food. The general quickly approached the officers, counseled them in the woods and had the officers bring their food for the soldiers' mess line. That same day the general fired the mess sergeant and the cooks. From that day on, the unit's

soldiers and officers ate in the same mess hall line and started forming a closely-knit artillery unit that proved its mettle during World War II, the article mentioned.

Rep. Sam Farr, D-Carmel, talked about preserving the recreational trail and the site of the former Stilwell Hall as part of Gen. Stilwell's legacy.

"What will come out of this retirement and memorialization ceremony, not only for the soldiers, but also for the recreation trail, is a memorial that you helped envision," said Farr. "You helped create the support for the recreation trail that goes around Pacific Grove, Monterey and past Fort Ord. All of the recreation trail property on this side of Highway 1 will be turned over to the State Parks and Recreation Department in the future."

Farr wants the State Parks and Recreation Department to realign the recreation trail so that it goes along the Fort Ord shoreline.

"The trail would be renamed the National Monterey Marine Sanctuary



Trail,” said Farr. “The segments of the trail are about interpreting the land, the environment, the flora and fauna, the people and cultures that lived here before, from the early days up to modern times and erosion over time. My suggestion to the State Parks Department is to name this segment the General Stilwell segment of the trail. Some old bunkers are still here on the property and some old training facilities are on this Army site. The parks department doesn’t plan to remove them, but include them as part of the area’s history.”

In closing remarks, Col. Easterbrook reflected on how his grandfather would feel about the building being deconstructed and his closing remarks to the 7<sup>th</sup> Infantry Division.

“Several years ago when the possibility arose that this building might have to come down, I spoke to a retired officer who served under General Stilwell in many assignments and who was perhaps closer to General Stilwell than almost any other officer,” said Easterbrook. “He thought about the possibility for just a second. Then he said, ‘It would be most unfortunate if the building has to come down. But should it come to that, if somebody could ask General Stilwell what he thought about the loss of the building, he probably would say that it was OK, because there are no longer any soldiers at Fort Ord.’

“Since this a farewell to Stilwell Hall and the Soldiers Club, I thought it might be appropriate to read another farewell, the farewell that General Stilwell gave to the 7<sup>th</sup> Division at Fort Ord in 1941. General Stilwell at that time had been promoted to command 3<sup>rd</sup> Corps. At his farewell review at Fort Ord, with the whole division assembled, this is what he said:

“Officers and men of the 7<sup>th</sup> Division, just a year ago we started out to form a division. We decided to give up eyewash and frills and bear down on practical fieldwork,” said General Stilwell. “Some of you have had a few months

of it, others more, and a few of you have taken the full course. But all of you have absorbed the spirit of the game, and that’s what has made you a division.

“We started out with a lump of mud that would not stand much shoving,” said General Stilwell. “Now that we have put the cement of training and fieldwork in, we have a block of concrete that only the very heaviest blows will break up. Nobody can push us around now.

“As for me, I have been demoted and must move on,” said General Stilwell. “I have no sermon to preach to you. I have found that the American soldier gets an idea from example and demonstration far better than he does at being jawed at.

“Let me leave this thought with you. You and I belong to a very exclusive club: a man can’t just join because he is a governor, or a millionaire or a cattle king or a distinguished engineer,” said General Stilwell. “But the fact that he has a hole in the seat of his pants, or the sole of his shoe, can’t keep him out either. The dues are paid in fatigue and sweat, but once paid, you can become a life member in good standing. I hope that you will continue to think of me as a fellow member of our club: the 7<sup>th</sup> Division. This year of association with you men has been the pleasantest experience of my life. I am leaving with the keenest regret. I wish you all the best of luck.”

There is a plan for the construction of a plaque on this site for future generations, said Easterbrook.

“From the perspective of the Stilwell family, the emphasis of such a plaque should primarily be to honor the so many men and women who served at Fort Ord, who served their country, and who defended our freedoms,” said Easterbrook. “That is what must be preserved for posterity and be remembered about this site 50 or 100 years from now. Knowing General Stilwell’s leadership style, that’s what he would want.”





# From the Field

Soldiers from Alpha Company, 229th MI Bn. did training at FT. Hunter Liggett. The training consisted of approximately 100 plus soldiers. The Soldiers trained on react to contact, react to NBC threat, react to sniper, clearing a mine field, and other various training objectives. Photos taken by PH2 Grant Probst.



PFC Joshua Crisp, A Co., practices how to probe for mines during the mine clearing portion of the training.



PFC Lon Heft defends his post during the prisoner interrogation portion of the field training exercise.



# Associate dean talks about 9-11

By Bob Britton and Magdalena Parker, Sonoma State University student

“The plane erupted into a ball of fire and heavy smoke from the diesel fuel blocked our vision...” said Maj. Warren Hoy, the associate dean of the European and Latin American School. Vivid memories such as these haunt the words of Hoy, who found himself trapped inside the Pentagon on Sept. 11, 2001.

This was a day of tragedy and strife for the United States, but it was especially horrifying for Hoy. At the time, he was a Foreign Area Officer coordinator in the Deputy Chief of Staff for Operations Directorate. His office, 3D450, was located on the third floor of the D-Ring, fourth corridor, room 50. The Pentagon consists of 5 concentric pentagonal-shaped rings, with E being the outermost and A the innermost.

Along with his staff, Hoy watched the first plane hit the World Trade Center in New York City on the TV news at 8:46 a.m. With terrified glances, they realized this was a terrorist attack and awaited the destruction of a military target. They did not have to wait long.

An hour later, at 9:45 a.m., American Airlines Flight 77 crashed into the Pentagon. The plane plowed through the E-Ring and settled directly under Hoy’s office. Looking down at the floor before fleeing, he caught sight of a small growing hole in the floor by his desk, caused by the rubble and disaster on the floor below.

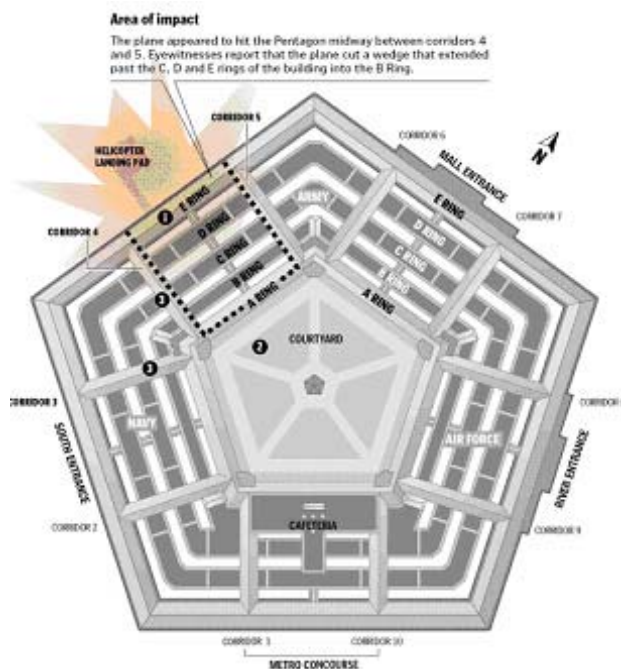
“Thick black smoke started billowing up into our area, which had about 85 people located in different cubicles,” said Hoy.



The area where the plane hit had been part of a 10-year rebuilding effort to modernize and strengthen the Pentagon. The new walls, strengthened with rebar and concrete, prevented the plane from causing more extensive damage.

With the floors still intact, Hoy joined a group of employees attempting to get out of the building as fast as possible. Service members and civilians in the building remained calm in order to help guide others to safety.

“A group of us went to one of the corridor doors about 100 yards away, however we were turned around by a security guard,” said Hoy. “We moved to another fire door exit about 500 yards away, but once there, were told that it was blocked. We had to exit down to the basement



area by the metro station, then come up other stairs leading to a ground-level bus stop.”

Meanwhile, military units were organizing and sending out F-16 fighter jets to prevent further attacks. Langley Air Force Base in Hampton, Va., sent theirs to the Pentagon, which for a few minutes caused more panic by flying overhead.

At 10:10 a.m., a large section of the Pentagon collapsed.

“We made it outside and assembled in one of the Pentagon’s parking lots,” said Hoy. “We were told to go home and wait for further instructions, but no one could get to their vehicles because fire trucks and emergency vehicles blocked them.

“Luckily, I lived about two miles from the Pentagon and the distance didn’t seem that long,” said Hoy. “I walked home along with some co-workers and they called their families to tell them that they were all right.”

A week later, employees returned to destruction and smoke in what remained of their offices. There was serious concern to collect and safeguard classified information. Employees gathered up a few personal items and returned to their homes. Unfortunately, 125 people did not live through the plane attack on the building and would not be back to collect their things.

“The construction on the Pentagon’s damaged area began as soon as possible,” said Hoy. “Dubbed the Phoenix project, the reconstruction work was planned to be completed before Sept. 11, 2002. Workers, covered with dust and grime, hauled out damaged building structure for more than a week. During their lunch hours, companies such as McDonalds and Outback Steak House provided food and beverages for the workers. Some though, paused only for a cup of coffee, before returning to the exhausting work.”

Employees from the damaged part of the Pentagon were relocated to the Hoffman II Building in Alexandria, Va., which is home to the Army Personnel Command. These relocated Defense Department employees had new temporary offices set up in the corridors with folding tables, chairs, extra phone lines, computers and cell phones. People remained operational in these conditions for a few months, before moving back to other areas of the Pentagon.

Sergeant Major Retiree  
Medal of Honor Recipient  
Full Dress Uniform, 1875

85.3.347



Full Dress 1875



# Buffalo Soldiers at the Presidio of Monterey: A Legacy of Professionalism and Pride

By Dr. Harold E. Raugh, Jr.,  
Command Historian, DLIFLC & POM

The African-American “Buffalo Soldiers” of the 9<sup>th</sup> Cavalry Regiment had a distinguished record of combat and peacetime service. One hundred years ago, Buffalo Soldiers served at and were instrumental in building the modern Presidio of Monterey. While serving at the Presidio, the Buffalo Soldiers reinforced their reputation of selfless service, unimpeachable integrity, and loyalty, a legacy of unparalleled professionalism that has continued to this day.

About 180,000 black soldiers served in the Union Army during the Civil War, 1861-1865, and their contribution to the overall war effort was significant. In 1866, the United States Army was reduced to about 45,000 soldiers and was reorganized. Blacks were incorporated into the Regular Army for the first time, and six regiments – the 9<sup>th</sup> and 10<sup>th</sup> Cavalry and the 38<sup>th</sup>, 39<sup>th</sup>, 40<sup>th</sup>, and 41<sup>st</sup> Infantry – were designated to be composed of black enlisted men.

Three years later, the U.S. Army was further reduced to 25,000 soldiers, and the number of infantry regiments cut from 45 to 25. As a result, the 38<sup>th</sup> and 41<sup>st</sup> Infantry Regiments were consolidated into the 24<sup>th</sup> Infantry, and the 39<sup>th</sup> and 40<sup>th</sup> Infantry were combined to become the 25<sup>th</sup> Infantry. After the 1869 reduction and regimental consolidation, there were four black regiments in the U.S. Army: the 9<sup>th</sup> and 10<sup>th</sup> Cavalry and the 24<sup>th</sup> and 25<sup>th</sup> Infantry Regiments.

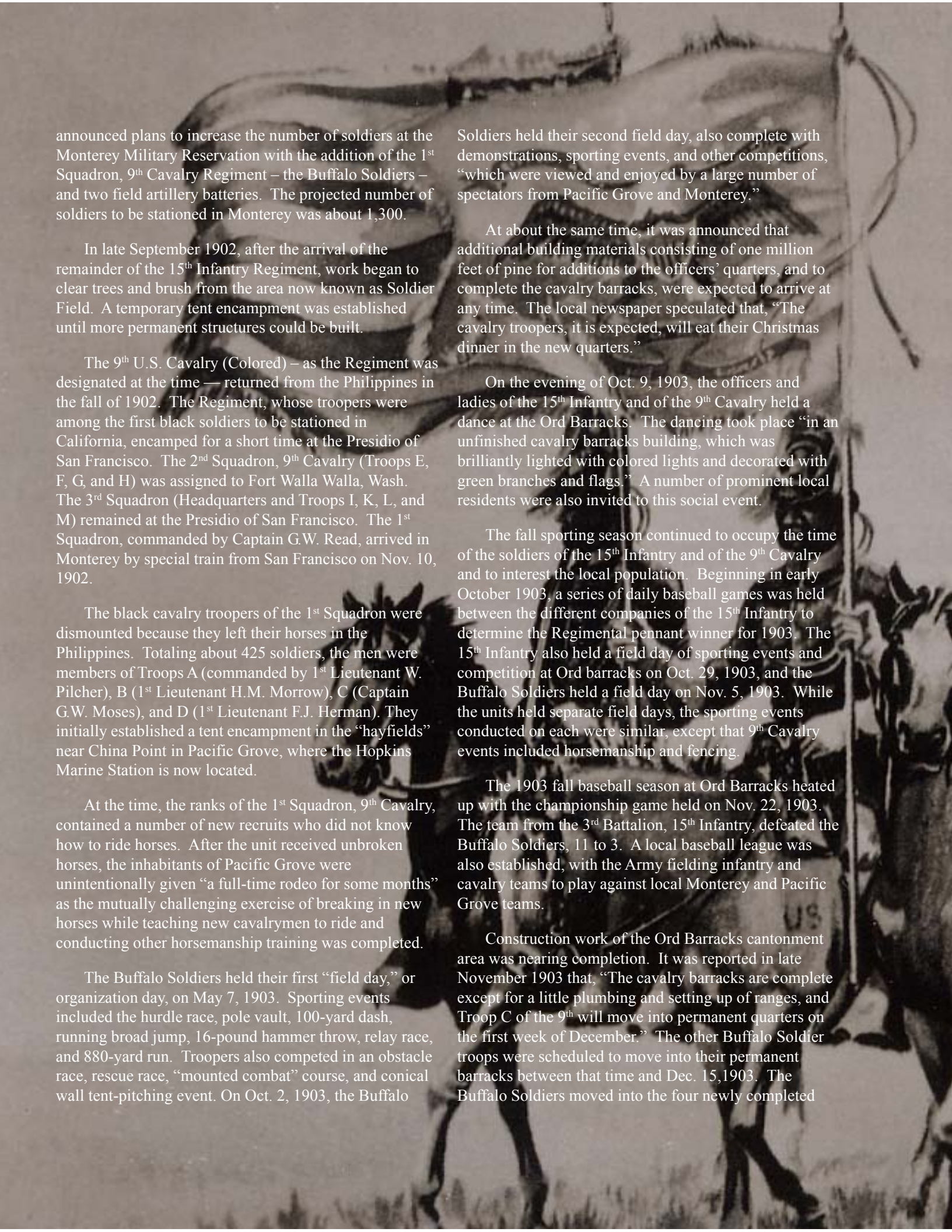
The Plains Indians gave the black cavalymen of the 9<sup>th</sup> and 10<sup>th</sup> Cavalry Regiments the nickname the “Buffalo Soldiers”. The exact origin of this sobriquet is uncertain. It may have been that in the winter, when the black cavalymen were riding their horses and wearing buffalo skin greatcoats, they looked like buffalos. Another reason may be that the Indians saw the resemblance between the buffalo’s mane and the black soldiers’ hair. Still another viewpoint is that the buffalo,

when wounded or cornered, is a ferocious and courageous fighter, a trait the Indians also recognized when fighting the black cavalymen. As the Indians revered the stalwart buffalo, it is highly probable that the term “Buffalo Soldiers” was given out of respect for their adversary.

The 9<sup>th</sup> Cavalry, formed in 1866, mainly patrolled and defended the Western frontier. It fought in many fierce Indian campaigns until 1891, during which its soldiers earned numerous Medals of Honor. The 9<sup>th</sup> (and 10<sup>th</sup>) Cavalry Buffalo Soldiers resolutely attacked and played an important part in the American victory at the Battle of San Juan Hill in Cuba during the 1898 Spanish-American War. After operations in Cuba, the 9<sup>th</sup> Cavalry was redeployed to the United States. In 1900, it was assigned to the newly acquired Philippine Islands, where it fought in the brutal Philippine Insurrection until 1902.

The imminent end of the Philippine Insurrection required additional Army posts to be established, particularly on the West coast. President Theodore Roosevelt announced the official end of the Philippine Insurrection on July 4, 1902. On the following day, the Army announced plans to build a cantonment area and station one infantry regiment at Monterey. The cantonment area was then called the Monterey Military Reservation (the name of the installation was changed to Ord Barracks on July 13, 1903, and to the Presidio of Monterey on Aug. 30, 1904). As originally planned in 1902, it was to serve “as a cantonment where troops returning from the Philippines could rest, recuperate, and be trained for future service in the Pacific.” From that point onwards, activities and development took place very quickly. Monterey, with a population that surpassed 2,000 only in 1900, was eager to host, support, and supply the Army, hoping it would help provide an economic foundation for the local area.

Companies E and F of the 15<sup>th</sup> Infantry Regiment, which had seen hard fighting in China and on Luzon and Samar in the Philippines, arrived in Monterey in mid-September 1902 aboard a steamer from San Francisco. Their mission was to prepare temporary accommodations for the entire 15<sup>th</sup> Infantry Regiment, which was scheduled to arrive at the Monterey Military Reservation later. At about the same time, the War Department



announced plans to increase the number of soldiers at the Monterey Military Reservation with the addition of the 1<sup>st</sup> Squadron, 9<sup>th</sup> Cavalry Regiment – the Buffalo Soldiers – and two field artillery batteries. The projected number of soldiers to be stationed in Monterey was about 1,300.

In late September 1902, after the arrival of the remainder of the 15<sup>th</sup> Infantry Regiment, work began to clear trees and brush from the area now known as Soldier Field. A temporary tent encampment was established until more permanent structures could be built.

The 9<sup>th</sup> U.S. Cavalry (Colored) – as the Regiment was designated at the time — returned from the Philippines in the fall of 1902. The Regiment, whose troopers were among the first black soldiers to be stationed in California, encamped for a short time at the Presidio of San Francisco. The 2<sup>nd</sup> Squadron, 9<sup>th</sup> Cavalry (Troops E, F, G, and H) was assigned to Fort Walla Walla, Wash. The 3<sup>rd</sup> Squadron (Headquarters and Troops I, K, L, and M) remained at the Presidio of San Francisco. The 1<sup>st</sup> Squadron, commanded by Captain G.W. Read, arrived in Monterey by special train from San Francisco on Nov. 10, 1902.

The black cavalry troopers of the 1<sup>st</sup> Squadron were dismounted because they left their horses in the Philippines. Totalling about 425 soldiers, the men were members of Troops A (commanded by 1<sup>st</sup> Lieutenant W. Pilcher), B (1<sup>st</sup> Lieutenant H.M. Morrow), C (Captain G.W. Moses), and D (1<sup>st</sup> Lieutenant F.J. Herman). They initially established a tent encampment in the “hayfields” near China Point in Pacific Grove, where the Hopkins Marine Station is now located.

At the time, the ranks of the 1<sup>st</sup> Squadron, 9<sup>th</sup> Cavalry, contained a number of new recruits who did not know how to ride horses. After the unit received unbroken horses, the inhabitants of Pacific Grove were unintentionally given “a full-time rodeo for some months” as the mutually challenging exercise of breaking in new horses while teaching new cavalymen to ride and conducting other horsemanship training was completed.

The Buffalo Soldiers held their first “field day,” or organization day, on May 7, 1903. Sporting events included the hurdle race, pole vault, 100-yard dash, running broad jump, 16-pound hammer throw, relay race, and 880-yard run. Troopers also competed in an obstacle race, rescue race, “mounted combat” course, and conical wall tent-pitching event. On Oct. 2, 1903, the Buffalo

Soldiers held their second field day, also complete with demonstrations, sporting events, and other competitions, “which were viewed and enjoyed by a large number of spectators from Pacific Grove and Monterey.”

At about the same time, it was announced that additional building materials consisting of one million feet of pine for additions to the officers’ quarters, and to complete the cavalry barracks, were expected to arrive at any time. The local newspaper speculated that, “The cavalry troopers, it is expected, will eat their Christmas dinner in the new quarters.”

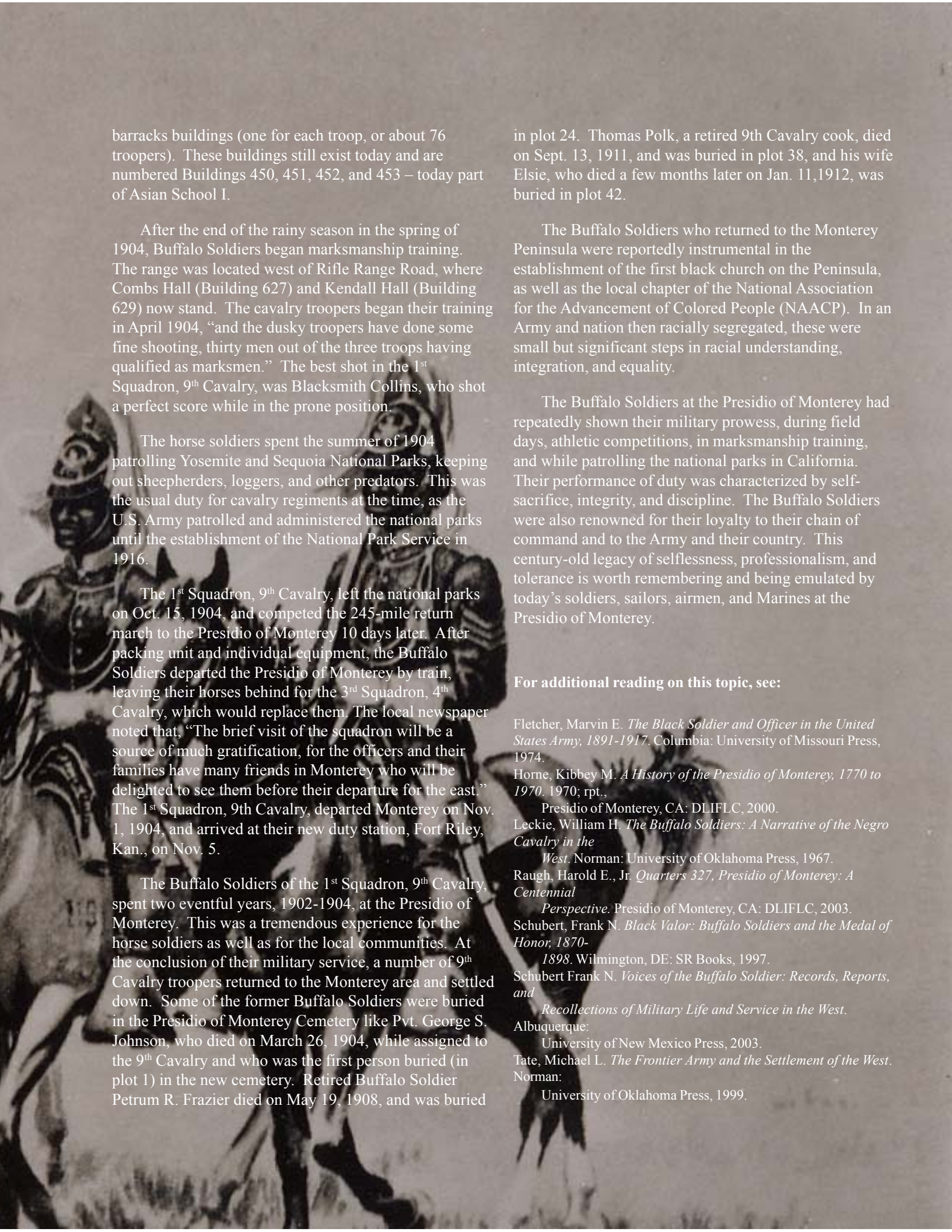
On the evening of Oct. 9, 1903, the officers and ladies of the 15<sup>th</sup> Infantry and of the 9<sup>th</sup> Cavalry held a dance at the Ord Barracks. The dancing took place “in an unfinished cavalry barracks building, which was brilliantly lighted with colored lights and decorated with green branches and flags.” A number of prominent local residents were also invited to this social event.

The fall sporting season continued to occupy the time of the soldiers of the 15<sup>th</sup> Infantry and of the 9<sup>th</sup> Cavalry and to interest the local population. Beginning in early October 1903, a series of daily baseball games was held between the different companies of the 15<sup>th</sup> Infantry to determine the Regimental pennant winner for 1903. The 15<sup>th</sup> Infantry also held a field day of sporting events and competition at Ord barracks on Oct. 29, 1903, and the Buffalo Soldiers held a field day on Nov. 5, 1903. While the units held separate field days, the sporting events conducted on each were similar, except that 9<sup>th</sup> Cavalry events included horsemanship and fencing.

The 1903 fall baseball season at Ord Barracks heated up with the championship game held on Nov. 22, 1903. The team from the 3<sup>rd</sup> Battalion, 15<sup>th</sup> Infantry, defeated the Buffalo Soldiers, 11 to 3. A local baseball league was also established, with the Army fielding infantry and cavalry teams to play against local Monterey and Pacific Grove teams.

Construction work of the Ord Barracks cantonment area was nearing completion. It was reported in late November 1903 that, “The cavalry barracks are complete except for a little plumbing and setting up of ranges, and Troop C of the 9<sup>th</sup> will move into permanent quarters on the first week of December.” The other Buffalo Soldier troops were scheduled to move into their permanent barracks between that time and Dec. 15, 1903. The Buffalo Soldiers moved into the four newly completed





barracks buildings (one for each troop, or about 76 troopers). These buildings still exist today and are numbered Buildings 450, 451, 452, and 453 – today part of Asian School I.

After the end of the rainy season in the spring of 1904, Buffalo Soldiers began marksmanship training. The range was located west of Rifle Range Road, where Combs Hall (Building 627) and Kendall Hall (Building 629) now stand. The cavalry troopers began their training in April 1904, “and the dusky troopers have done some fine shooting, thirty men out of the three troops having qualified as marksmen.” The best shot in the 1<sup>st</sup> Squadron, 9<sup>th</sup> Cavalry, was Blacksmith Collins, who shot a perfect score while in the prone position.

The horse soldiers spent the summer of 1904 patrolling Yosemite and Sequoia National Parks, keeping out sheepherders, loggers, and other predators. This was the usual duty for cavalry regiments at the time, as the U.S. Army patrolled and administered the national parks until the establishment of the National Park Service in 1916.

The 1<sup>st</sup> Squadron, 9<sup>th</sup> Cavalry, left the national parks on Oct. 15, 1904, and completed the 245-mile return march to the Presidio of Monterey 10 days later. After packing unit and individual equipment, the Buffalo Soldiers departed the Presidio of Monterey by train, leaving their horses behind for the 3<sup>rd</sup> Squadron, 4<sup>th</sup> Cavalry, which would replace them. The local newspaper noted that, “The brief visit of the squadron will be a source of much gratification, for the officers and their families have many friends in Monterey who will be delighted to see them before their departure for the east.” The 1<sup>st</sup> Squadron, 9<sup>th</sup> Cavalry, departed Monterey on Nov. 1, 1904, and arrived at their new duty station, Fort Riley, Kan., on Nov. 5.

The Buffalo Soldiers of the 1<sup>st</sup> Squadron, 9<sup>th</sup> Cavalry, spent two eventful years, 1902-1904, at the Presidio of Monterey. This was a tremendous experience for the horse soldiers as well as for the local communities. At the conclusion of their military service, a number of 9<sup>th</sup> Cavalry troopers returned to the Monterey area and settled down. Some of the former Buffalo Soldiers were buried in the Presidio of Monterey Cemetery like Pvt. George S. Johnson, who died on March 26, 1904, while assigned to the 9<sup>th</sup> Cavalry and who was the first person buried (in plot 1) in the new cemetery. Retired Buffalo Soldier Petrum R. Frazier died on May 19, 1908, and was buried

in plot 24. Thomas Polk, a retired 9<sup>th</sup> Cavalry cook, died on Sept. 13, 1911, and was buried in plot 38, and his wife Elsie, who died a few months later on Jan. 11, 1912, was buried in plot 42.

The Buffalo Soldiers who returned to the Monterey Peninsula were reportedly instrumental in the establishment of the first black church on the Peninsula, as well as the local chapter of the National Association for the Advancement of Colored People (NAACP). In an Army and nation then racially segregated, these were small but significant steps in racial understanding, integration, and equality.

The Buffalo Soldiers at the Presidio of Monterey had repeatedly shown their military prowess, during field days, athletic competitions, in marksmanship training, and while patrolling the national parks in California. Their performance of duty was characterized by self-sacrifice, integrity, and discipline. The Buffalo Soldiers were also renowned for their loyalty to their chain of command and to the Army and their country. This century-old legacy of selflessness, professionalism, and tolerance is worth remembering and being emulated by today’s soldiers, sailors, airmen, and Marines at the Presidio of Monterey.

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# Serbian/Croatian language students practice realistic training

BY BOB BRITTON

Serbian/Croatian language students used simulated realistic scenarios during their Joint Language Training Exercise at Soldier Field on Aug. 22. Students improved their language skills with inspecting vehicles, translating documents, listening to audiotapes, and gathering intelligence from native speakers.

During the field exercise, 30 students participated, along with nine civilian instructors and three military language instructors. The students later graduated in October.

"This is the second phase of a three-phase operation," said Army Staff Sgt. Laurence Charlier, a Serbian/Croatian MLI. "Yesterday, we did the first phase in a classroom in a pseudo strategic environment. Students were given material such as letters, videotapes and audiotapes of phone conversations. One common theme was teamwork and collecting valuable information for intelligence purposes.

"Our second phase on Soldier Field was a tactical reflection of what our job can be in the field," said Charlier. "Students were doing interviews with simulated town people (civilian Serbian/Croatian instructors) to gather more information around the common theme of the operation.

At Soldier Field, the students spoke only in their target language as they prepared a briefing from material they gathered both days to prepare for a simulated national board of officials. Students were challenged to use all of their Serbian/Croatian skills of listening, reading, writing and speaking to prepare the briefings, mentioned Charlier.

Instructors separated the students into four squads as teams went through the different exercise stations. Teams shared their information, and then the entire squad worked together to prepare its briefing.



PHAN Briand Guzman

Serbian/Croatian setup of the Joint Language Training Exercise

"The most rewarding part of the exercise was this final briefing in the Serbian/Croatian language to the officials," said Charlier. "Each separate group of students was given a new and different set of materials to gather information. One group had just the video, another had just phone conversations, another had letters and the other group had only news. Each station had limited information, and the students put all their information or intelligence together for the final briefing."

Yesterday the students found their material in the classroom and gave briefings to other classmates. Sometimes they had valuable information without realizing it, until they heard other briefings and understood what their information meant.

Serbian/Croatian civilian instructors Erna Susic and Sandro Alisic enjoyed their role playing and seeing their students in a different setting away from the classroom.

"We were on the hostile station, and our role was to be arrogant, not to give any information, and to confuse the students if we did have information," said Erna Susic. "We tried to distract them as much as possible.

"I have been a Serbian/Croatian instructor for 2 ½ years and love it," said Susic. "Each class did one JLTX before they graduated. This was a great experience for the students to talk in the target language. This was a fun day for us as we got to see the students outside of the classroom and into a realistic scenario."

"This was a realistic experience for the students of what they can expect in Serbia or Bosnia," said Sandro. "This was still part of the classroom experience, but it gave the students a better understanding of the culture and customs of the language and its people."

Sandro said that teachers saw students in a different light and vice versa. Students were taken by surprise by the civilian instructors in the field and didn't know if they were role playing or serious.

"In our European School I, students in the third semester wore badges and spoke only Serbian/Croatian in the classrooms, hallways and all other places they gathered," said Sandro. "This JLTX was an extension of what the students could do on a regular basis."

Navy Petty Officer 3<sup>rd</sup> Class Laura Plogger graduated from the course in February and was a monitor for the JLTX.

"I played the role of an English-speaking police officer, and the S/C linguists helped me along with my police dog to get information from three suspects in a car," said Plogger. "The suspects hit my police dog. I was trying to find out why they did it. During the interview, the suspects asked about my dog, and I thought the suspects were shady characters. Also, we needed to find out if the suspects had any weapons. Students were looking at the suspects' vehicle and looking for propaganda material or weapons."

Air Force Tech. Sgt. Mark Wagner, a Serbian/Croatian MLI, monitored the exercise and guided the students from one station to the next.

"My role was to make sure the students had enough time to interview subjects and stayed within the S/C target language at all times," said Wagner.

"People in the camouflaged tents were civilian instructors being interviewed by the students to find out what was going on in this area. Both of these interviews were friendly interviews with no hostile environment. One role player had no information whatsoever and didn't believe anything strange or unusual was going on around the simulated geographical area.

"With the other civilian person, all she knew was that there had been some suspicious people in the northwest part of town," said Wagner. "That's pretty much all that she knew." (The hostile people or forces were in that northwest part of town, so this was valuable information for the linguists.)

Wagner was originally a Russian linguist and transferred over to Serbian/Croatian in 1995. He had

been an MLI for almost two years. He explained the difference between Serbian and Croatian.

"The alphabets are different," said Wagner. "Serbian uses the Cyrillic alphabet like the Russians do, but the Croats use a Latinic alphabet. Also, there are quite a few grammatical and sentence structure differences. The two languages also use different words



Serbian/Croatian students gather intelligence from native speakers during their training.

for the same meaning. It is just like learning two separate languages. Throughout the course, the students learn both languages. They have to remember that if they use Croatian, they must stay in the Croatian language, and the same thing with Serbian. Learning the two different languages can be challenging for the students.

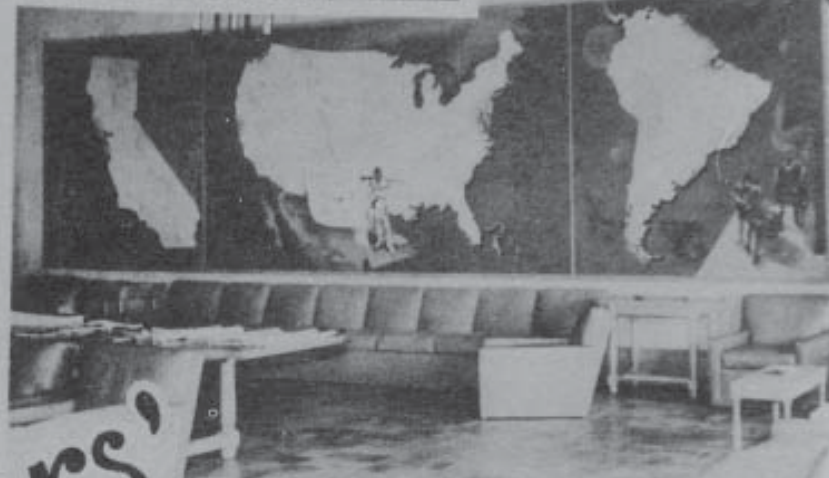
"The main focus out here was speaking the language and getting the students in the habit of talking in the language all the time back in the classroom area," said Wagner. "The more they spoke the language, the more they would retain. Much of the classroom speaking revolved around listening and reading, but we also wanted to make sure they got a lot of speaking the language in classes."



Ft. Ord Soldiers' Club was dedicated  
 Friday of last week. Col. Roger S.  
 directly above, presided, with Mrs.  
 W. Stilwell attending as honor  
 Mrs. Stilwell cut the ribbon which  
 the Club for the first time.



Maj. Gen. Walter K. Wilson, com-  
 ing Northern California Defense  
 (left above, at mike) reads the m-  
 from Lt. Gen. Stilwell. Center pl-  
 general view of ceremonies which  
 civilians and soldiers attended.

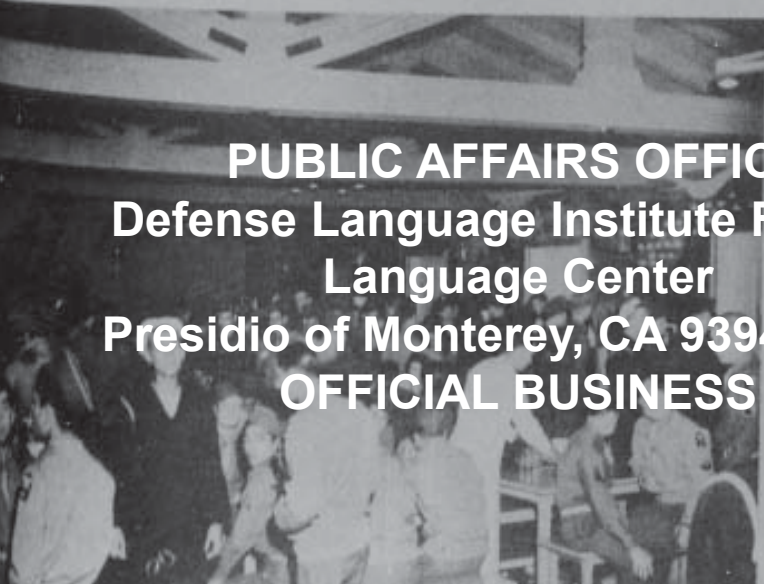


# Soldiers' Club OPENS



A little of what went on  
 following the opening is  
 depicted in these scenes.  
 The beer flowed freely  
 and everybody made  
 with the merriment. In  
 the picture at bottom  
 right, Alison Stilwell (in  
 white jacket) and Mrs.  
 Stilwell are shown with  
 soldiers in front of mural  
 by Alison which she  
 donated to club.

Panorama photos



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